

CHAPTER 11 – ANALYSIS OF EDUCATIONAL SPENDING

OBJECTIVES

The objectives of this chapter are to use Metropolitan Nashville Public Schools (the School System) expenditure data from 2012-2013 to perform the following:

- benchmark and analyze the School System’s total and school-level expenditures;
- group and analyze expenditures using applicable functional classifications such as those defined by the National Center for Education statistics classification of expenditures, which include instruction, support services, operation of non-instructional services, facilities acquisition and construction, and debt services);
- group and analyze expenditures using direct classroom, indirect classroom, and administrative classifications;
- analyze total costs and costs per student across various cost categories and classifications; and
- compare expenditures to selected peer districts and National Center for Education expenditure data.

CHAPTER HIGHLIGHTS

- Students, employees, and facilities are the chief drivers of educational spending.
- Sixty-two cents of each dollar the School System spends is for general purpose spending.
- Seventy-two cents of every general purpose dollar goes towards instruction.
- Sixty-five cents of every general purpose dollar is spent directly at the school level.
- The School System spends a total of \$14,747 per student overall and spends \$5,870 per student directly at the school level.
- The Maplewood cluster spends the most per student while the Cane Ridge cluster spends the least.
- Schools with higher percentages of students eligible for free and reduced-lunch tend to spend more per student.
- Four of the five clusters with the highest cost per student have a majority of African American students. One of the five has a majority of Caucasian students.
- The School System tends to invest more General Fund Purpose dollars in the poorest and lowest academically performing schools.

Exhibit 11-1 provides an overview of the analyses performed in this chapter and the research questions such analyses are intended to address.

Exhibit 11-1
Overview of Educational Spending Analyses

Expenditure Description	Research Questions Addressed	Exhibit
School System staff	Personnel costs comprise the bulk of school district expenditures. What is the composition of the School System’s staff?	Exhibit 11-2
Student enrollment	Students drive school district costs. What is the School System’s student enrollment?	Exhibit 11-3
Student ethnicity and economic status	The School System’s goal is to ensure that adequate and equitable funding is available to provide every student with the foundation of knowledge, skills, and character necessary to excel in higher education, work, and life. What is the ethnic and economic composition of the School System’s student population?	Exhibit 11-4

**Exhibit 11-1
Overview of Educational Spending Analyses (Cont'd)**

Expenditure Description	Research Questions Addressed	Exhibit
Total School System expenditures	How much money does the School System spend and for what purposes?	Exhibit 11-5
Detail of general purpose funds by major function and object	General purpose expenditures comprise the bulk of school spending. On what activities and for what purposes are general purpose funds spent and in what proportions?	Exhibits 11-6 and 11-7
Direct and indirect classroom General Purpose Fund expenditures	How much is spent directly in the classroom educating students and how much is spent for indirect support of classroom instruction and administration? For what activities and purposes are direct and indirect expenditures being spent?	Exhibits 11-8 through 11-10
Direct and indirect General Purpose fund expenditures by school type	How much is spent in the classroom per student and in total for elementary, middle, and high schools?	Exhibits 11-11 through 11-13
Detail of special school General Purpose Fund expenditures	Which schools are classified as special? What is their purpose and how much is being spent in these schools?	Exhibit 11-14
School cluster map	What clusters are in the School System and where are they located in proximity to one another?	Exhibit 11-15
School cluster profile	How many schools are in each cluster by school type?	Exhibit 11-16
Cost per student by cluster	What is the cost per student for each cluster? How do such costs compare to the School System's average cost per student?	Exhibit 11-17
Cost per student and percentage of students on free and reduced-lunch—by school and school type	Do schools with higher percentages of economically disadvantaged students spend more, less, or the same per student as schools with lower percentages of economically disadvantaged students?	Exhibits 11-18 through 11-20
Cost per student and percentage of students on free and reduced-lunch—by cluster	Do clusters with higher percentages of economically disadvantaged students spend more, less, or the same per student as clusters with lower percentages?	Exhibit 11-21
Cost per student and student ethnicity—by school	Do schools with higher percentages of minority students spend more, less, or the same per student as schools with higher majority student populations?	Exhibit 11-22
Cost per student and student ethnicity—by cluster	Do clusters with higher percentages of minority students spend more, less, or the same per student as clusters with higher majority student populations?	Exhibit 11-23 and 11-24
Academic performance measures	What academic performance measures were used in this analysis?	Exhibits 11-25 and 11-26
Cost per student and academic performance—by cluster	Do clusters with lower academic performance ratings spend more, less, or the same per student as clusters with higher academic performance ratings?	Exhibits 11-27 and 11-28
Cost per student among academically poor performing schools within the cluster	How much do poor performing schools within a cluster spend in comparison to other schools within the cluster?	Exhibit 11-29

**Exhibit 11-1
Overview of Educational Spending Analyses (Cont'd)**

Expenditure Description	Research Questions Addressed	Exhibit
Cost per student among academically poor performing schools among clusters	How much do poor performing schools in one cluster spend in comparison to poor performing schools in other clusters?	Exhibit 11-29
Cost per student and demographics of academically poor performing schools-by cluster	What are the differences in cost per student among those clusters with schools that perform poorly academically and also have high concentrations of minority and economically disadvantaged students?	Exhibit 11-30
Peer districts	What peer districts were selected for this analysis?	Exhibit 11-31
School System and Peer district total expenditures	How do total expenditures of the School System compare with those of selected peer districts?	Exhibit 11-32
School System and peer district total, general purpose, and debt expenditures per student	How do total, general purpose and debt expenditures per student compare with those of selected peer districts?	Exhibit 11-33
School System and peer district general purpose expenditures by function	How do general purpose expenditures by function compare with those of selected peer districts?	Exhibit 11-34
National Center for Education Statistics comparisons	How does the School System compare with selected peer districts using National Center for Education expenditure data?	Exhibits 11-35

Source: McConnell Jones Lanier & Murphy LLP Review Team.

BACKGROUND

The review of the School System's expenditures included interviews with individuals in the following positions:

- chief financial officer;
- director, financial reporting and budgeting; and
- director, operational innovation-office of innovation.

The School System maintains accountability for financial resources using accounting entities known as funds. Funds are used to organize and classify monies and include asset, liability, revenue, and expenditures in self-balancing accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual obligations.

All the School System's expenditures have a business unit code. Each school is a business unit under which expenditures are identified, captured, accounted for, and reported.

These expenditures are the main focus of this expenditure analysis primarily using 2012-2013 General Purpose Fund expenditures.

Certain retirees' benefits including health, pension, life insurance, and other expenses totaling \$24,000,000 for 2012 2013 were borne by Metropolitan Nashville Government on behalf of the School System. Such costs were not paid by the School System and were excluded from this analysis.

While various observations are made throughout the analysis of the School System's expenditures, the following constraints should be noted as follows:

- peer school—level data was not available for comparison with the School System's school—level data;
- differences in how peer districts and the School System categorize expenditures into functional categories such as Instruction, Support, and Administration could affect comparability;
- charter school expenditures were not available and are not included in the analysis;
- there are differences in the composition of enrollment between the peers and the School System that could affect comparability. For example, the School System enrollment does not include charter school students whereas in some instances peer district enrollment includes charter school students; and
- the most recent data available from the National Center for Education Statistics is for the 2010-2011 School Year and is therefore less useful for making comparisons and drawing conclusions because the information is dated.

The first step in this analysis was to obtain selected School System's demographics that drive expenditures such as the number of staff, schools, and students. We also obtained student ethnicity and free and reduced-lunch eligibility information. This data provided the metrics for calculating per student

expenditures by type while providing a sense of the size and make-up of the School System and its student population.

Personnel-related expenditures make up the majority of costs in school districts. The School System had a total of 6,326 certified staff during 2013-2014 representing 63 percent of total staff. This number includes 5,167 certified teachers, which is 82 percent of the certificated staff total of 6,326 and 51 percent of total staff of 10,120. Support staff comprises 37 percent of total staff. **Exhibit 11-2** presents the School System's staff composition.

**Exhibit 11-2
Metropolitan Nashville Public Schools' Staff
2013-2014**

Staff Category	2013-2014	Percent of Staff
Certificated Teachers	5,167	51%
Principals/Assistant Principals	289	3%
Coordinators/Directors	87	1%
Guidance Counselors	241	2%
Coaches/Specialists	310	3%
Librarians	131	1%
Social Workers/Psychologists	101	1%
Total Certificated Staff	6,326	63%
Support Staff	3,794	37%
Total Staff	10,120	100%

Source: Metropolitan Nashville Public Schools 2013-2014 FACTS Publication.

Exhibit 11-3 shows the number of schools and student enrollment for the School System for 2012-2013. Elementary schools had the highest enrollment with 36,944 pupils, representing 48 percent of total enrollment. As is typical in school district, elementary schools represent the highest number of schools with 73, which is nearly half of all schools.

**Exhibit 11-3
Student Enrollment by School Type
2012-2013**

School Type	Number	Percent of Schools	Number Enrolled	Percentage
Elementary	73	49%	36,944	48%
Middle	34	23%	19,657	25%
High Schools	22	15%	19,803	25%
Special Schools	19	13%	1,481	2%
Total	148	100%	77,885	100%

Source: Metropolitan Nashville Public Schools, February 2014. Enrollment numbers vary slightly depending on timing and source. School numbers may vary depending on how nontraditional schools are classified. These numbers do not include charter schools.

The demographics of the School System show that the largest ethnic group in the student population is African American at 45 percent. Caucasians and Hispanics are the next largest ethnic groups, representing 32 percent and 19 percent, respectively. **Exhibit 11-4** provides a breakdown of the ethnicity of the School System's student population.

Exhibit 11-4
Student Ethnicity

Ethnicity	Percentage of Total
African American	45%
Caucasian	32%
Hispanic	19%
Asian	4%
Native American	<1%
Pacific Islander	<1%
*Economically Disadvantaged	72%

Source: Metropolitan Nashville Public Schools 2013-2014 FACTS Publication.

**The source for this number is the 2013-2014 Budget Book, page 23, which also agrees with free and reduced-price lunch data provided by the School System.*

Note: Percentages may not add to 100 percent due to rounding.

TOTAL SCHOOL SPENDING

The School System's expenditures are organized into the following fund categories: governmental funds, non-major governmental funds, and proprietary funds. These funds are described as follows:

Major Governmental Funds – Most of the School System's expenditures are accounted for in governmental funds, which generally focus on how current financial resources flow in and out of the School System. Governmental fund financial statements show how basic services, such as regular and special education are financed in the short term, as well as what remains for future spending. They include the following:

- *General Purpose Fund* – the chief operating fund of the School System.
- *Debt Service Fund* – accounts for the accumulation of resources for and the payment of general long-term debt principal and interest.

Non-major Governmental Funds

- *Nutritional Service Fund (Special Revenue Fund)* – accounts for the food service operations of the School System.
- *Federal, State, and Local Grants (Special Revenue)* – accounts for a variety of programs supporting educational activities that are supported by various state and federal grant programs.

Proprietary Funds – Used to account for the School System's ongoing activities that are similar to those in the private sector. They include:

- *School Self Insurance* – used to pay for general liability claims, vehicular liability claims and administrative claims.
- *School Print Shop* – used to account for the operations of printing services.
- *Professional Employees' Insurance* – used for the accumulation of assets for the payment of self-insured medical claims.

As **Exhibit 11-5** shows, the School System's expenditures for all funds totaled \$1,148,535,289 for 2012-2013. General Purpose and Debt Service Fund expenditures comprised 81 percent of all School System expenditures. The General Purpose Fund is the chief operating fund for the School System. It comprises 62 percent of total School System expenditures and is the focus of the analyses performed in this chapter.

Exhibit 11-5
Total Expenditures All Funds

Fund	Expenditures	Percentage of Total
General Purpose	\$ 714,441,258	62%
Debt Service	214,347,452*	19%
Nutritional Services	37,768,985	3%
Federal, State, and Local Grants	88,369,468	8%
School Self Insurance	587,412	0%
School Print Shop	552,044	0%
Professional Employee Insurance	92,468,670	8%
Total	\$ 1,148,535,289	100%

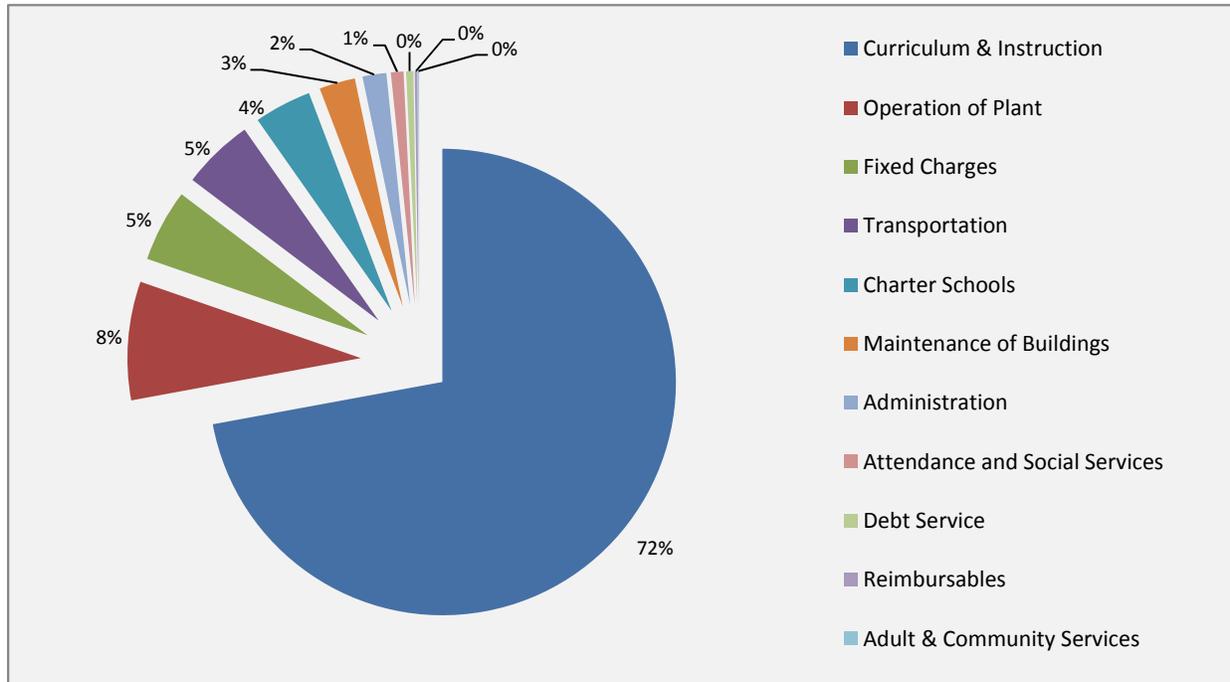
Source: Metropolitan Nashville Public Schools 2013-2014 Budget Book, page 36.

* This amount includes \$51,817,449 of principal and interest on School System debt. The balance of \$162,530,003 represents debt refunding and new debt issuance expenses.

The School System accumulates expenditures by function and object. Function refers to an activity such as instruction, operation of plant, and transportation. Object refers to expenditure's nature or purpose, such as teacher salaries and employee benefits.

Exhibit 11-6 provides a breakdown of General Purpose Fund expenditures by function. The exhibit shows that 72 percent of total General Purpose Fund expenditures were for instruction and curriculum while 8 percent was for operation of plant. Fixed charges, which represent 5 percent of General Purpose Fund expenditures, is primarily for insurance, retirement, and other employee benefits. Transportation comprises another 5 percent of General Purpose Fund expenditures while charter school payments comprise 4 percent.

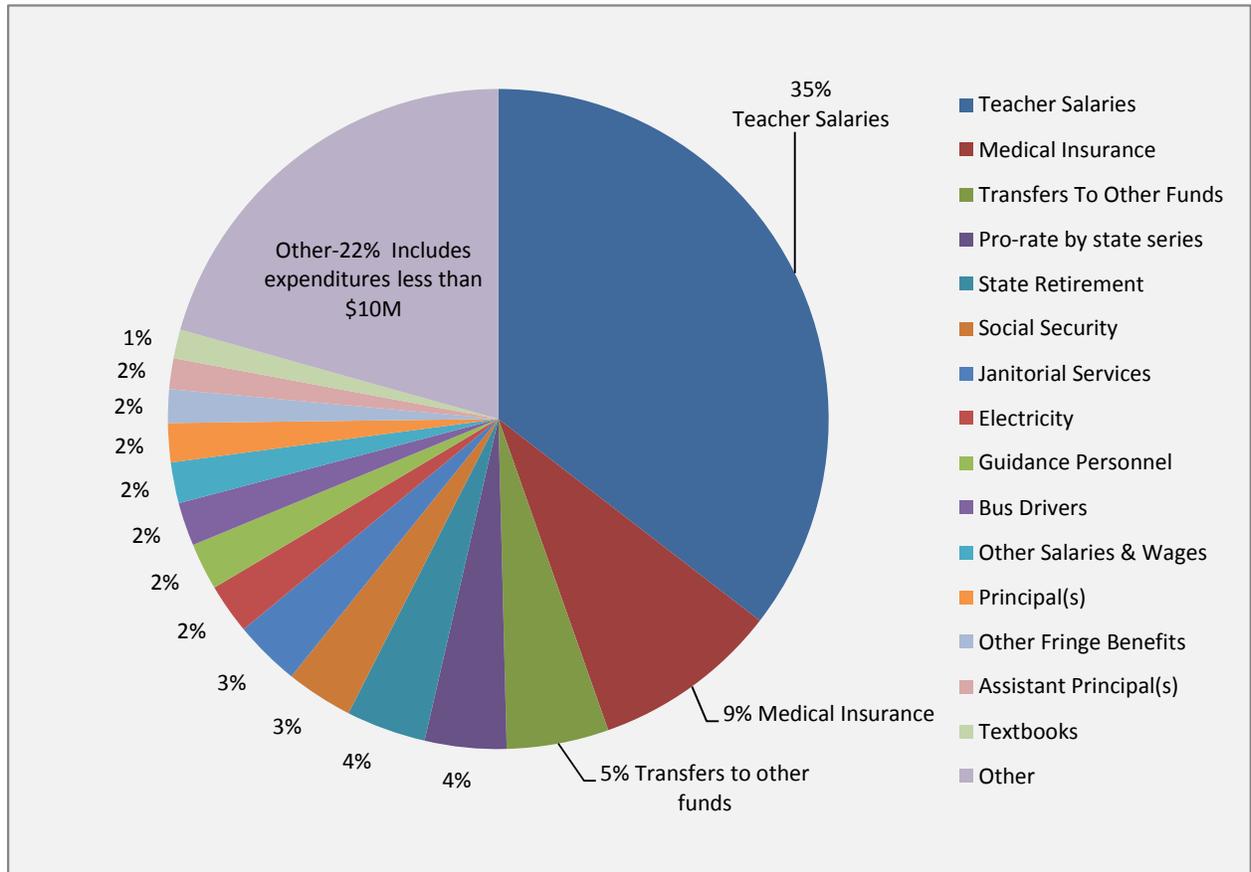
Exhibit 11-6
Overview of General Purpose Expenditures by Function
2012-2013



Source: Metropolitan Nashville Public Schools General Ledger Download of 2012-2013 Expenditures.

Exhibit 11-7 provides an overview of General Purpose Fund expenditures by object for 2012-2013. Only expenditure categories exceeding \$10,000,000 are shown. The remaining expenditures are summarized in the “Other” category. Teacher salaries comprise 35 percent of General Purpose Fund expenditures, followed by “Other” at 22 percent. Medical insurance is third at 9 percent.

Exhibit 11-7
Overview of General Purpose Expenditures by Object
2012-2013



Source: Metropolitan Nashville Public Schools General Ledger Download of 2012-2013 Expenditures.

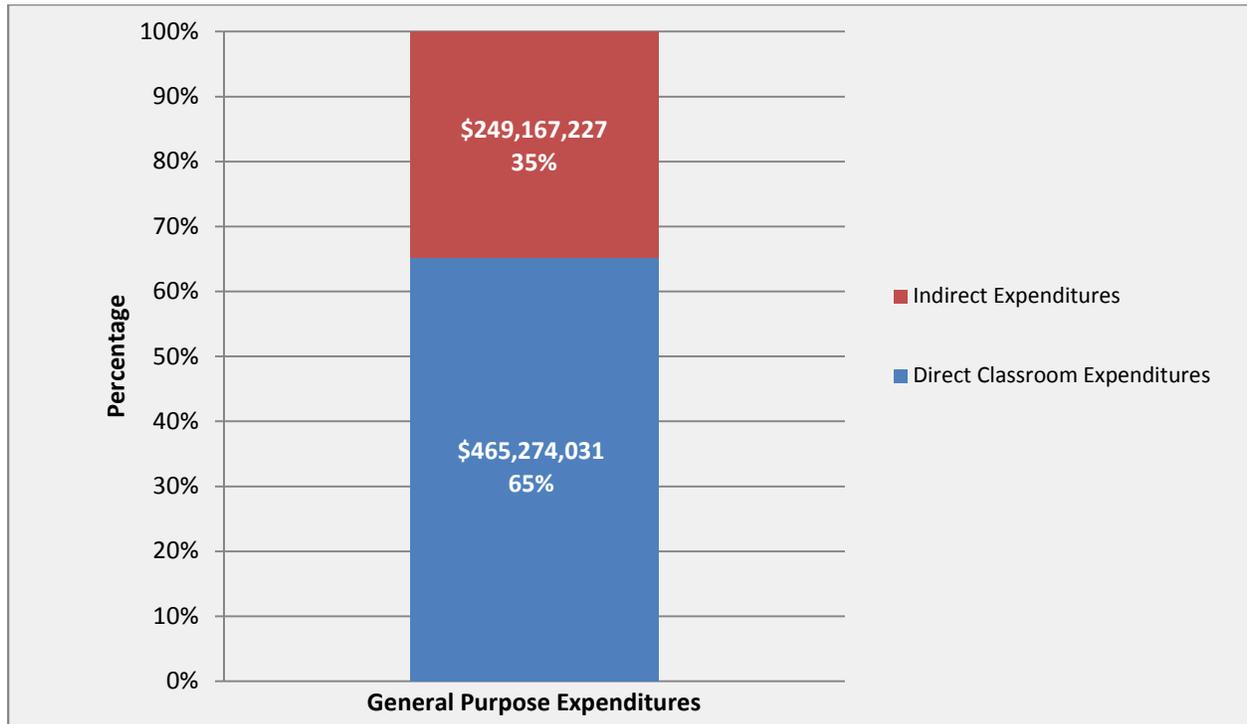
For purposes of this analysis, General Purpose Fund expenditures are classified into two broad categories described as shown below. Administrative costs are included in indirect costs:

- Direct classroom cost—directly and routinely impact students in classrooms such as teachers and principal compensation. For purposes of this analysis, direct classroom costs are considered to be any costs directly charged to a specific school.
- Indirect cost—indirectly support, such as transportation, information technology infrastructure, and building maintenance and repair. Indirect costs while supporting the schools are not charged to a specific school. This category also includes administrative costs, which are costs that do not directly or indirectly serve students such as management and supervision, benefits management, human resources, and public relations.

Approximately \$465,274,031 or 65 percent of total General Purpose Fund expenditures are incurred directly at the school level. This amount includes the special schools. The remaining \$249,167,227 or 35 percent, while benefiting the schools, are indirect and as such are not charged to specific school

accounts. **Exhibit 11-8** illustrates the composition of General Purpose Fund expenditures by direct classroom expenditures and indirect costs for 2012-2013.

**Exhibit 11-8
Direct Classroom and Indirect General Purpose Fund Expenditures
2012-2013**



Source: Metropolitan Nashville Public Schools General Ledger Download of 2012-2013 Expenditures.

When analyzed by function, 95 percent of direct classroom expenditures are for instruction, while 29 percent of indirect costs are for instruction. Operation of plant comprises 5 percent of direct classroom expenditures and 15 percent of indirect costs. Administrative costs comprise 7 percent of indirect costs and 2 percent of total general purpose expenditures. **Exhibit 11-9** provides direct classroom and indirect costs by function for 2012-2013.

**Exhibit 11-9
Detail of Direct and Indirect General Purpose Expenditures by Function
2012-2013**

Function	Direct Classroom	Percent	Indirect Costs	Percent	Total	Percent
Curriculum & Instruction	\$442,584,691	95%	\$72,533,727	29%	\$515,118,418	72%
Operation of Plant	\$21,490,728	5%	\$37,139,326	15%	\$58,630,054	8%
Fixed Charges	\$828,145	<1%	\$34,899,747	14%	\$35,727,892	5%
Transportation	\$0	0%	\$35,426,713	14%	\$35,426,713	5%
Charter Schools	\$0	0%	\$28,235,589	11%	\$28,235,589	4%

**Exhibit 11-9
Detail of Direct and Indirect General Purpose Expenditures by Function
2012-2013 (Cont'd)**

Function	Direct Classroom	Percent	Indirect Costs	Percent	Total	Percent
Administration	\$0	0%	\$11,789,532	7%	\$11,789,532	2%
Maintenance of Buildings	\$0	0%	\$17,853,755	5%	\$17,853,755	2%
Attendance and Social Services	\$0	0%	\$6,217,006	3%	\$6,217,006	1%
Adult & Community Services	\$370,467	<1%	\$72,191	1%	\$442,658	<1%
Debt Service	\$0	0%	\$3,500,000	1%	\$3,500,000	<1%
Reimbursables	\$0	0%	\$1,499,641	0%	\$1,499,641	<1%
Grand Total	\$465,274,031	100%	\$249,167,227	100%	\$714,441,258	100%

Source: Metropolitan Nashville Public Schools General Ledger Download of 2012-2013 Expenditures.

Note: Percentages may not add to 100 percent due to rounding.

When analyzed by object, 54 percent of direct classroom expenditures are for teacher salaries, while 1 percent of indirect costs are for teacher salaries. Medical insurance comprises 11 percent of direct classroom expenditures and 6 percent of indirect costs. State retirement expenditures comprise 6 percent of direct classroom expenditures. **Exhibit 11-10** provides direct classroom and indirect costs by object. Costs greater than \$10,000,000 are categorized separately; costs less than \$10,000,000 are grouped together as "Other" (under \$10,000,000).

**Exhibit 11-10
Detail of Direct and Indirect General Purpose Expenditures by Object
2012-2013**

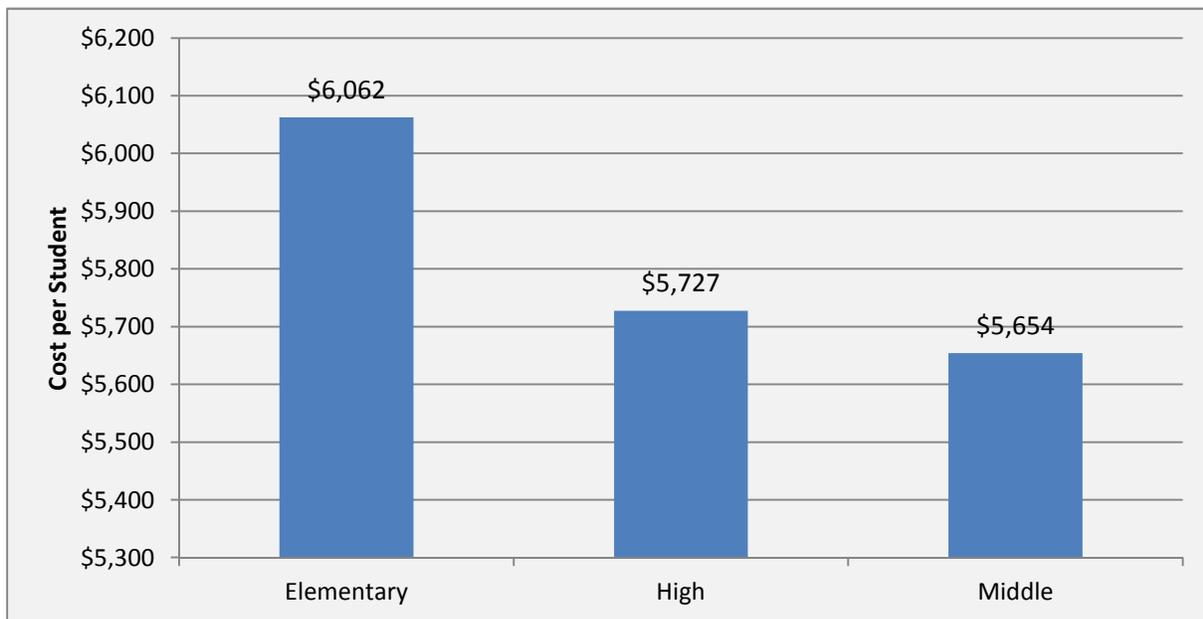
Object Description	Direct Classroom	Percent	Indirect Costs	Percent	Total	Percent
Teacher Salaries	\$249,331,453	54%	\$3,966,388	1%	\$253,297,841	35%
Medical Insurance	51,126,322	11%	14,211,984	6%	\$65,338,306	9%
Transfers To Other Funds	0	0%	35,640,747	14%	\$35,640,747	5%
Pro-rate by state series	778,678	0%	27,775,029	11%	\$28,553,707	4%
State Retirement	26,220,620	6%	1,710,067	1%	\$27,930,687	4%
Social Security	19,248,385	4%	4,099,834	2%	\$23,348,219	3%
Janitorial Services	900,400	0%	22,300,271	9%	\$23,200,671	3%
Electricity	15,717,851	3%	1,822,899	1%	\$17,540,750	2%
Guidance Personnel	15,324,391	3%	1,124,952	0%	\$16,449,343	2%
Bus Drivers	120	0%	15,164,960	6%	\$15,165,080	2%
Other Salaries & Wages	4,308,687	1%	10,039,497	4%	\$14,348,184	2%
Principal(s)	13,627,909	3%	0	0%	\$13,627,909	2%
Other Fringe Benefits	3,905,657	1%	7,773,297	3%	\$11,678,954	2%
Assistant Principal(s)	10,739,154	2%	0	0%	\$10,739,154	2%
Textbooks	0	0%	10,175,929	4%	\$10,175,929	1%
Other (under \$10,000,000)	54,044,404	12%	93,361,373	38%	\$147,405,777	22%
Grand Total	\$465,274,031	100%	\$249,167,227	100%	\$714,441,258	100%

Source: Metropolitan Nashville Public Schools General Ledger Download of 2012-2013 Expenditures.

When direct classroom expenditures are analyzed by school type, elementary schools spend 50 percent of direct classroom expenditures, not including special school expenditures. Middle and high schools split the remaining half. Elementary schools also spend more per student than middle and high schools. During 2012-2013, elementary schools spent \$6,062 per student compared to \$5,727 and \$5,654 for high and middle schools, respectively.

Exhibits 11-11 and **11-12** present direct classroom expenditures by type of school. The exhibits do not include special schools since they do not neatly fit into the definition of a traditional school and consist of the alternative learning centers, adult education, the transition program, and online education for example.

**Exhibit 11-11
Overview of Direct Cost per Student by School Type
2012-2013**



Source: Metropolitan Nashville Public Schools General Ledger Download of 2012-2013 Expenditures and School Enrollment by Type Provided by School System.

**Exhibit 11-12
Direct Classroom Expenditures by School Type
2012-2013**

Type of School	Expenditures	Percentage	Enrollment	Cost Per Student
Elementary	\$223,968,422	50%	36,944	\$6,062
Middle	\$111,143,452	25%	19,657	\$5,654
High	\$113,414,504	25%	19,803	\$5,727
Direct Classroom Expenditures (Excluding Special Schools)	\$448,526,378	100%	76,404	\$5,870

Source: Metropolitan Nashville Public Schools General Ledger Download of 2012-2013 Expenditures and School Enrollment by Type Provided by School System.

When direct classroom expenditures are analyzed by object, teacher salaries comprise a slightly higher percentage of direct classroom expenditures in elementary schools than in middle or high schools. Guidance counselor and assistant principal percentages are slightly higher in the high schools, which is to be expected because more assistant principals are needed to address discipline issues and counselors are needed to provide guidance about “next step” life choices. Percentages for other direct classroom expenditures are relatively consistent across elementary, middle, high and special schools.

Exhibit 11-13 presents direct classroom expenditure categories by type of school. Costs greater than \$10,000,000 are categorized separately; costs less than \$10,000,000 are grouped together as “Other Direct Classroom Costs.”

**Exhibit 11-13
Direct Classroom Expenditures Greater than \$10,000,000 by Type of School
2012-2013**

Expenditure Description	Elementary Schools		Middle Schools		High Schools		Total	
	Amount	Percent	Amount	Percent	Amount	Percent	Amount	Percent
Teachers	\$125,102,991	56%	\$57,576,876	52%	\$58,336,336	51%	\$241,016,203	54%
Medical Insurance	25,379,851	11%	12,093,527	11%	11,882,570	10%	49,355,948	11%
State Retirement	12,907,310	6%	6,228,163	6%	6,251,926	6%	25,387,399	6%
Social Security	9,368,344	4%	4,613,662	4%	4,627,660	4%	18,609,666	4%
Electricity	6,378,599	3%	4,067,553	4%	4,681,955	4%	15,128,107	3%
Guidance Personnel	4,819,164	2%	4,680,679	4%	5,313,529	5%	14,813,372	3%
Principal(s)	7,388,582	3%	3,482,764	3%	2,365,209	2%	13,236,555	3%
Assistant Principal(s)	3,138,734	1%	3,141,616	3%	4,391,610	4%	10,671,960	2%
Other Direct Classroom Costs	29,484,847	14%	15,258,612	13%	15,563,709	14%	60,307,168	15%
Total	\$223,968,422	100%	\$111,143,452	100%	\$113,414,504	100%	\$448,526,378	100%

Source: Metropolitan Nashville Public Schools General Ledger Download of 2012-2013 Expenditures.

Exhibit 11-14 presents a detail of special school expenditures. Charter schools account for their own expenditures and are not included in the School System’s expenditures. Therefore, charter schools are not included in the analyses in this chapter.

Exhibit 11-14, however, includes expenditures for Smithson Craighead Academy Career, which is a charter school. During 2012-2013, \$4,661 related to a career ladder program was recorded on the School System’s books for this charter school.

**Exhibit 11-14
Detail of Special School Expenditures
2012-2013**

School Name	Purpose	Actual Expenditures 2012-2013	Percent of Total
Harris-Hillman Special Ed	Special Education	\$ 2,296,823	14%
Robertson Academy	Gifted and Talented	2,216,312	13%
Cora Howe Exception Ed	Special Education	1,866,187	11%
Special Ed Early Childhood	Special Education	1,568,938	9%
Johnson School	Special Education	1,542,530	9%
Jere Baxter ALC	Alternative Learning	1,483,114	9%
Bass ALC	Alternative Learning	1,375,220	8%
Murrell School	Special Education	1,374,955	8%
*McCann ALC	Alternative Learning	1,011,737	6%
Virtual School of Nash	Non traditional	727,618	4%
Bass Transitions Program	Alternative Learning	482,149	3%
Bass Adult High School	Adult Education	379,730	2%
*Cohn Adult High School	Adult Education	137,037	1%
**East Middle	Non traditional	132,542	1%
Homebound	Non traditional	126,999	1%
McGruder Assess Center	Non traditional	20,146	<1%
Smithson Craighead Academy	Charter School	4,661	<1%
Johnson ALC	Alternative Learning	502	<1%
Cohn ALC	Alternative Learning	454	<1%
Grand Total		\$ 16,747,654	100%

Source: Actual 2012-2013 Expenditure Database provided by the School System. The purpose of each school was obtained from the 2013-2014 Budget Book, page 168.

*School is closed.

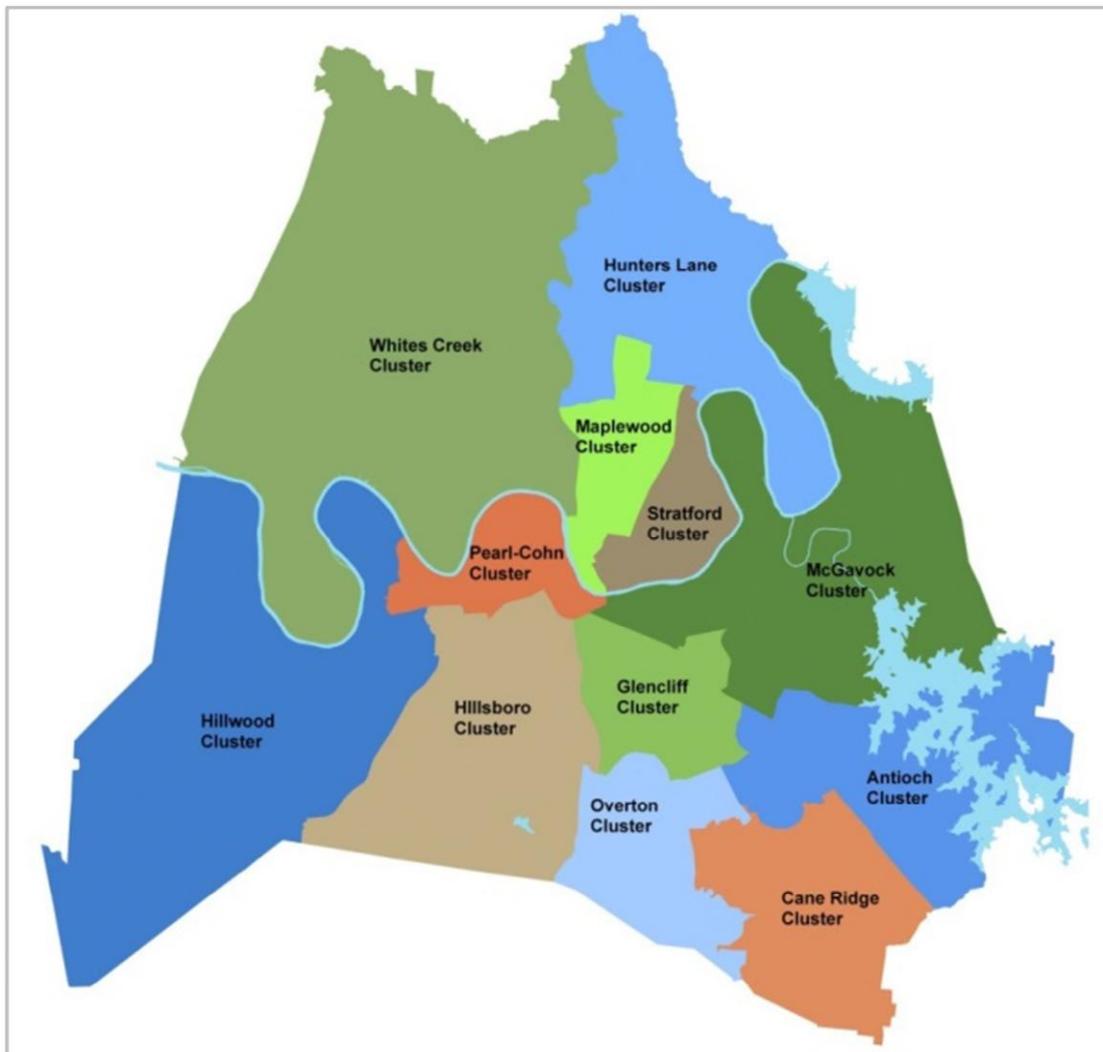
**East Middle is located at the East Nashville Magnet School site, which has 2 buildings. One building houses grades 5-8. These are residual expenses coded to East Middle. Most of the expenses are coded to East Nashville Magnet.

Note: Percentages may not add to 100 percent due to rounding.

SPENDING BY CLUSTER

The School System is divided into 12 geographical regions known as clusters. The Whites Creek, Hillwood, and McGavock are the largest clusters geographically as shown in **Exhibit 11-15**.

Exhibit 11-15
Metropolitan Nashville Public Schools, School Cluster Map



Source: Metropolitan Nashville Public Schools 2013-2014 Budget Book.

Clusters are identified by high school names. Elementary and middle schools in each cluster feed into the cluster's high school. The McGavock cluster is the largest with 17 schools consisting of 11 elementary, 4 middle, 1 high as well as the Academy at Opry Mills.

Exhibit 11-16 provides an overview of school clusters. Because of their unique nature and purpose, the special schools listed in **Exhibit 11-14** on the previous page are not included in the clusters in **Exhibit 11-16** nor are they included in the analyses that follow.

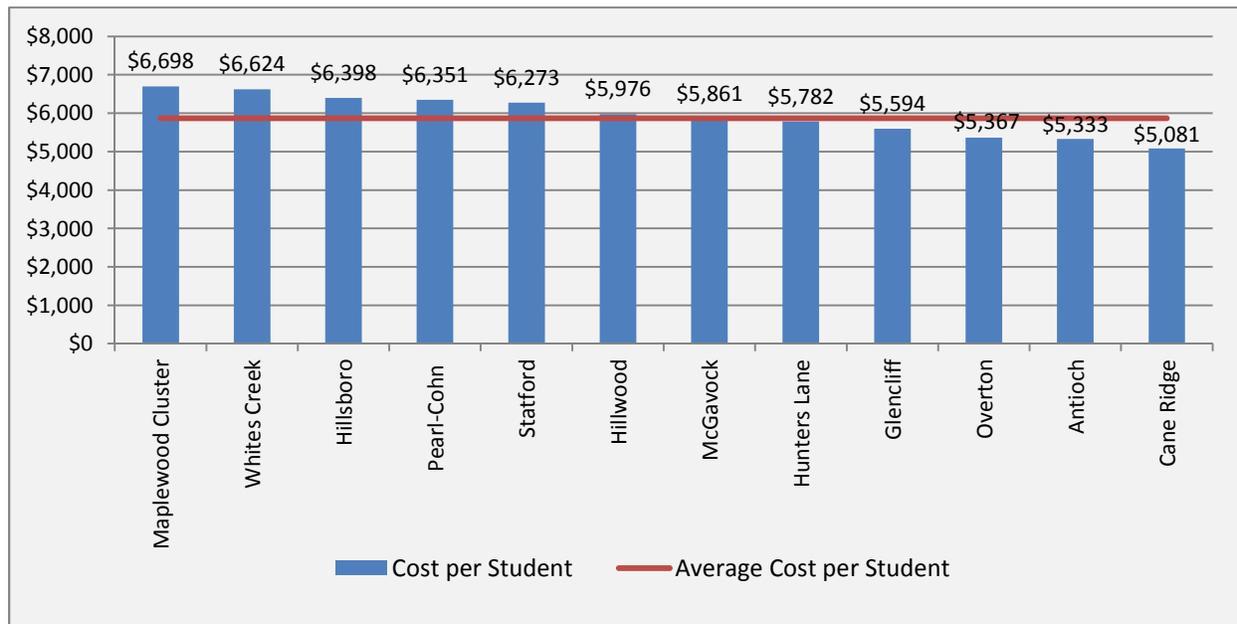
**Exhibit 11-16
Overview of School Clusters**

Cluster	Elementary	Middle	High	Total Schools
McGavock	11	4	2	17
Statford	7	3	2	12
Pearl-Cohn	6	3	4	13
Hunters Lane	7	3	1	11
Hillsboro	6	3	2	11
Glenciff	6	2	2	10
Overton	6	3	1	10
Antioch	5	3	2	10
Whites Creek	5	4	1	10
Maplewood Cluster	6	2	1	9
Hillwood	4	2	3	9
Cane Ridge	4	2	1	7
Total	73	34	22	129

Source: Metropolitan Nashville Public Schools Website and School Cluster Information Provided by School System.

Exhibit 11-17 presents cost per student per cluster and shows that the Maplewood cluster has the highest cost per student while Cane Ridge has the lowest. The average cost per student across all clusters is \$5,870. This amount is based upon direct classroom expenditures for traditional schools only. It does not include indirect or special school expenditures. Six clusters have a cost per student above the \$5,870 average and six are below the average.

**Exhibit 11-17
Cost per Student by Cluster**



Source: Metropolitan Nashville Public Schools general ledger download of 2012-2013 Expenditures and Free and Reduced Lunch, Enrollment, and School Cluster Information Provided by School System.

COST PER STUDENT AND STUDENTS ON FREE AND REDUCED-LUNCH

Exhibit 11-18 represents average cost per student and the percentage of students eligible for free and reduced-lunch by cluster. The exhibit does not include special or charter schools.

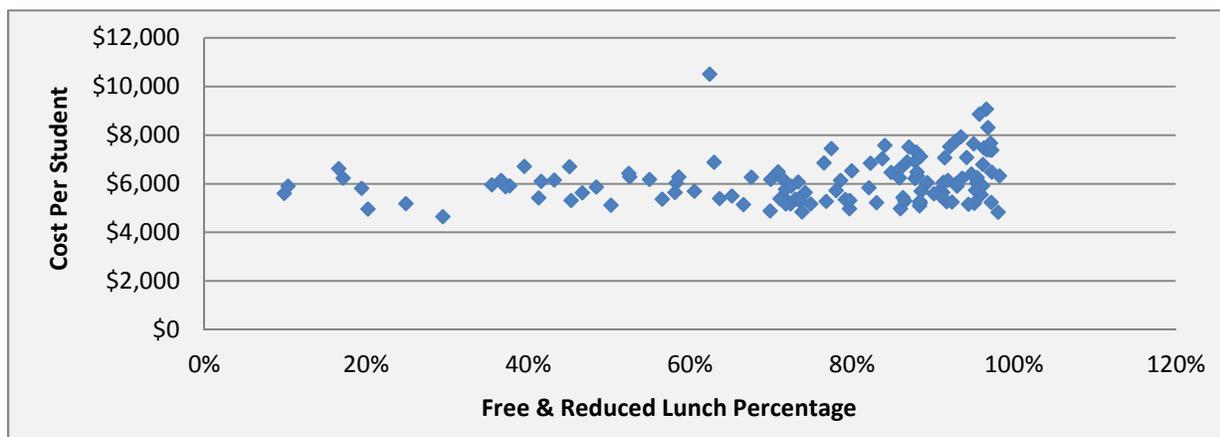
**Exhibit 11-18
School Cluster Enrollment, Cost per Student, and Free and Reduced-Lunch
2012-2013**

Cluster	2012-2013 Expenditures	Enrollment	Average Cost per Student	Percent of Students on Free and Reduced-Lunch
Maplewood Cluster	\$26,345,078	3,933	\$6,698	94%
Whites Creek	25,681,655	3,877	\$6,624	84%
Hillsboro	36,018,544	5,630	\$6,398	41%
Pearl-Cohn	46,535,116	7,327	\$6,351	67%
Statford	35,099,810	5,595	\$6,273	72%
Hillwood	30,530,168	5,109	\$5,976	54%
McGavock	58,495,822	9,980	\$5,861	68%
Hunters Lane	37,876,175	6,551	\$5,782	86%
Glenciff	36,424,179	6,511	\$5,594	86%
Overton	42,679,940	7,953	\$5,367	71%
Antioch	42,661,170	7,999	\$5,333	80%
Cane Ridge	30,178,721	5,939	\$5,081	78%
Grand Total	\$448,526,378	76,404	\$5,870	

Source: Metropolitan Nashville Public Schools general ledger download of 2012-2013 Expenditures and Free and Reduced-Lunch, Enrollment, and School Cluster Information Provided by School System.

Exhibit 11-19 compares cost per student to the percentage of students on free and reduced-lunch for the traditional schools in the School System. Generally, the School System spends more per student in those schools that have a higher percentage of students on free and reduced-lunch. The tendency of the data points to rise slightly as the free and reduced-lunch percentage approaches 100 percent indicates that some schools with a high percentage of disadvantage students spend more dollars per student.

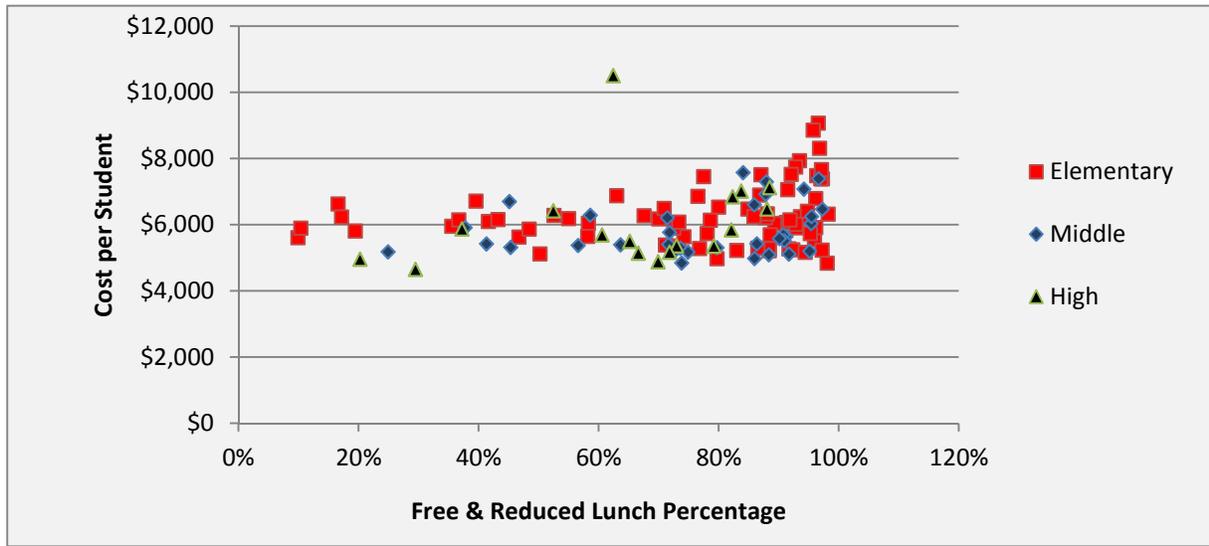
**Exhibit 11-19
District-wide Comparison of Cost per Student and
Percentage of Student on Free and Reduced-Lunch
2012-2013**



Source: Metropolitan Nashville Public Schools general ledger download of 2012- 2013 expenditures and free and reduced-lunch, enrollment, and school cluster information provided by School System.

Exhibit 11-20 indicates that elementary schools are driving the School System’s tendency to allocate more money to schools with a high percentage of disadvantaged students.

Exhibit 11-20
Comparison of Cost per Student and Percentage of Student on
Free and Reduced-Lunch by School Type
2012-2013



Source: Metropolitan Nashville Public Schools General Ledger download of 2012-2013 Expenditures and Free and Reduced-Lunch, Enrollment, and School Type Information Provided by School System.

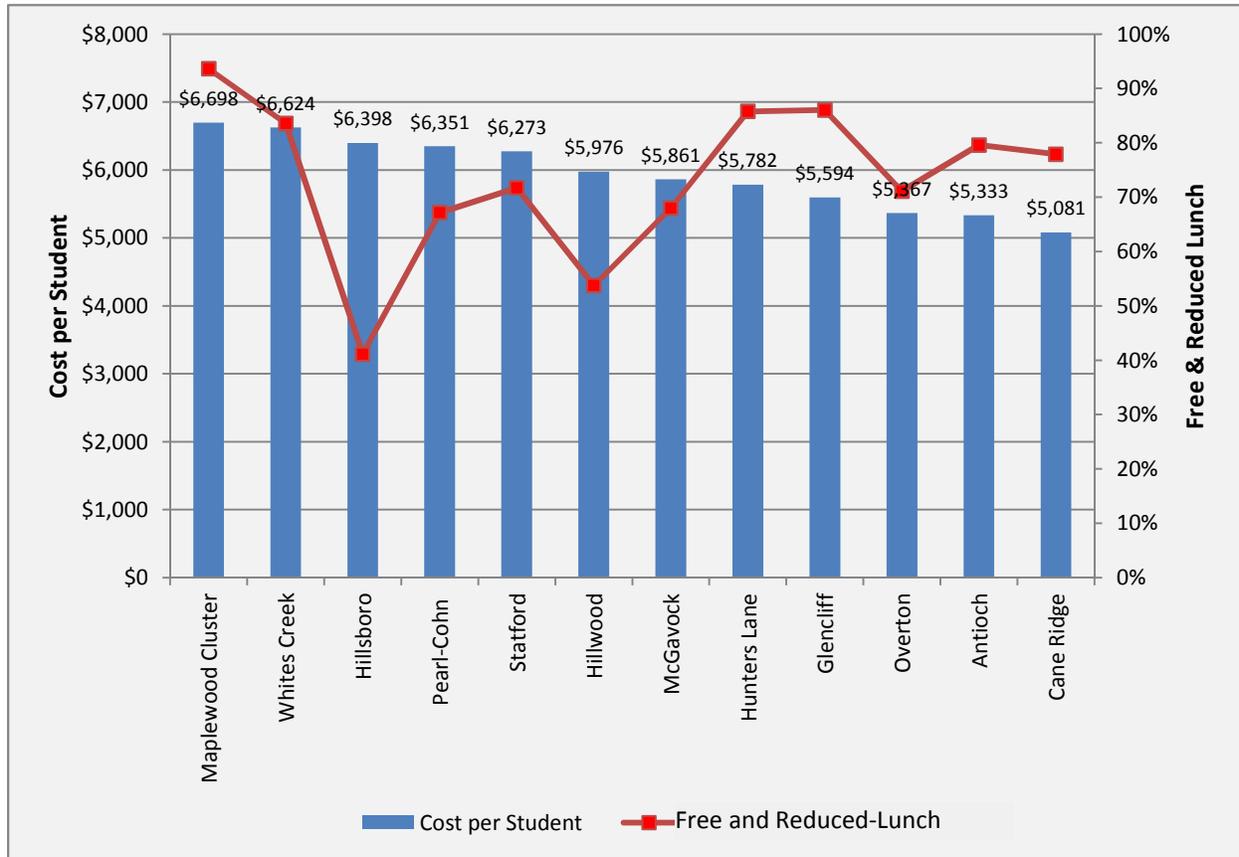
The tendency to allocate more funds to schools with higher percentages of students on free and reduced-lunch is not as apparent when the analysis is performed by cluster. This phenomenon may be due to how individual schools and school types are dispersed across the 12 clusters.

When cost per student and percentage of free and reduced-lunch are compared by cluster, the Maplewood and Whites Creek clusters have the first and second highest cost per student and the first and fourth highest percentage of students on free and reduced-lunch, respectively. The Hillsboro cluster has the third highest cost per student, but the lowest percentage of students on free and reduced-lunch.

The Glencliff and Hunters Lane clusters have the second and third highest percentage of students on free and reduced-lunch, respectively, but are ranked ninth and eighth, respectively, in terms of cost per student.

Exhibit 11-21 presents cost per student for each cluster compared to the free and reduced-lunch percentages for schools in the cluster.

**Exhibit 11-21
Comparison of Cost per Student and Percentage of Student on
Free and Reduced-Lunch by Cluster
2012-2013**



Source: Metropolitan Nashville Public Schools General Ledger Download of 2012-2013 Expenditures and Free and Reduced-Lunch, Enrollment, and School Cluster Information Provided by School System.

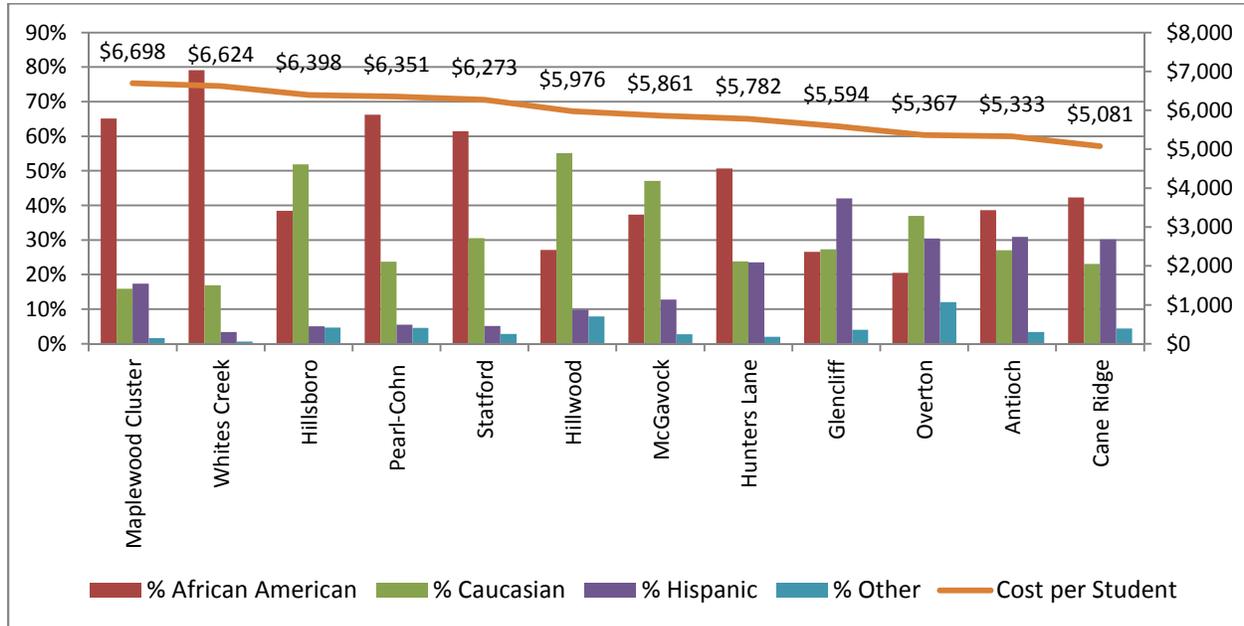
COST PER STUDENT AND STUDENT ETHNICITY

When cost per student and ethnicity is compared by cluster, half the clusters spend an average of \$5,976 to \$6,698 per student while the other half spends between \$5,081 to \$5,861 per student. The average cost is \$5,870 per student.

Four of the five clusters with the highest cost per student have a majority of African American students. One of the five, Hillsboro, has a majority of Caucasian students. The Hillwood cluster has a majority of Caucasian students and has the sixth highest cost per student among the 12 clusters. The Glentliff cluster has a higher percentage of Hispanic students than any other cluster and has the fourth lowest cost per student.

Exhibit 11-22 illustrates cost per student and ethnicity by cluster. **Exhibit 11-23** presents the detail of cost per student and ethnicity by cluster.

**Exhibit 11-22
Comparison of Cost per Student and Ethnicity by Cluster
2012-2013**



Source: Metropolitan Nashville Public Schools General Ledger Download of 2012-2013 Expenditures and Student Ethnicity Information Provided by School System.

**Exhibit 11-23
Ethnicity by School Cluster**

Cluster	Percent African American	Percent Anglo	Percent Hispanic	Percent Other	Cost per Student
Maplewood Cluster	65%	16%	17%	2%	\$6,698
Whites Creek	79%	17%	3%	1%	\$6,624
Hillsboro	39%	51%	5%	5%	\$6,398
Pearl-Cohn	66%	24%	6%	4%	\$6,351
Statford	61%	31%	5%	3%	\$6,273
Hillwood	27%	55%	10%	8%	\$5,976
McGavock	37%	47%	13%	3%	\$5,861
Hunters Lane	50%	24%	24%	2%	\$5,782
Glenciff	27%	27%	42%	4%	\$5,594
Overton	21%	37%	30%	12%	\$5,367
Antioch	39%	27%	31%	3%	\$5,333
Cane Ridge	42%	23%	30%	5%	\$5,081

Source: Metropolitan Nashville Public Schools General Ledger download of 2012-2013 Expenditures and Student Ethnicity Information Provided by School System.

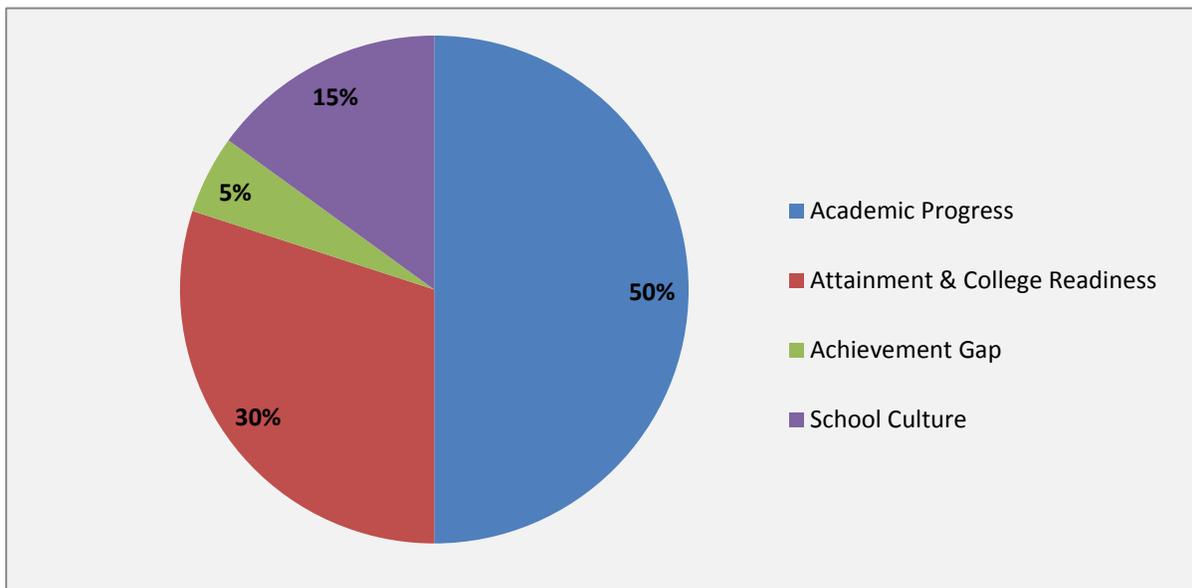
COST PER STUDENT AND ACADEMIC PERFORMANCE

In addition to state accountability measures, the School System has developed a system for evaluating school performance known as the Academic Performance Framework. The School System uses four

categories of measures to evaluate school performance. The intent is to have a representative cross section of important measures, including critical indicators of student achievement and progress, that provide a fair and reliable picture of overall school performance. The measures and their assigned weights are described as follows and illustrated in **Exhibit 11-24**;

- **indicator 1, Academic Progress**—These measures reflect academic growth or improvement over time;
- **indicator 2, Attainment and College Readiness**—These measures are annual snapshots showing the number of students that meet high standards of achievement;
- **indicator 3, Achievement Gap**—These measures reflect the difference or gap in achievement between subgroups of students (school-wide) that are traditionally disadvantaged and their traditionally non-disadvantaged peers (district-wide); and
- **indicator 4, School Culture**—These measures reflect the culture of the school – the norms, values, beliefs, traditions, and expectations that direct school activities.

Exhibit 11-24
Academic Performance Framework Indicators and Weights



Source: Metropolitan Nashville Public Schools Department of Research, Assessment & Evaluation Publication: *Academic Performance Framework: Executive Summary, December 2013.*

Using school data, performance points within each category are added up to compute an overall school performance composite. Schools are assigned one of the following five performance ratings based upon their composite score: Excelling, Achieving, Satisfactory, Review, or Target. **Exhibit 11-25** shows the numeric score ranges that correspond to the five performance ratings. The rating categories are color coded for ease of identification.

**Exhibit 11-25
Legend of Academic Performance Ratings**

Numeric Score	Academic Performance Rating
0-19.99	Target
20-27.99	Review
28-54.99	Satisfactory
55-64.99	Achieving
65-100	Excelling

Source: Metropolitan Nashville Public Schools.

Exhibit 11-26 summarizes cost per student by cluster and academic performance rating. The Academy at Opry Mills in the McGavock cluster and the Cohn School in the Hillsboro cluster did not have sufficient academic performance data and are therefore not included in the analysis. As a result, the cost per student in **Exhibits 11-23** and **11-26** are slightly different for these clusters.

**Exhibit 11-26
Cost per Student by Cluster and Academic Performance Ratings**

Cluster	Academic Performance Rating	Enrollment	Expenditures FY 2013	Number of Schools	Average Cost per Student
Antioch	Target	954	\$5,318,060	2	\$5,574
	Review	2,528	\$12,956,555	3	\$5,125
	Satisfactory	2,265	\$12,257,650	3	\$5,412
	Achieving	2,252	\$12,128,905	2	\$5,386
Antioch Total		7,999	\$42,661,170	10	\$5,333
Cane Ridge	Target	2,107	\$10,932,526	3	\$5,189
	Review	1,582	\$7,948,528	2	\$5,024
	Satisfactory	2,250	\$11,297,667	2	\$5,021
Cane Ridge Total		5,939	\$30,178,721	7	\$5,081
Glenciff	Target	2,143	\$11,919,904	4	\$5,562
	Review	1,605	\$8,879,750	3	\$5,533
	Satisfactory	1,538	\$8,474,756	2	\$5,510
	Achieving	1,225	\$7,149,769	1	\$5,837
Glenciff Total		6,511	\$36,424,179	10	\$5,594
Hillsboro	Satisfactory	4,717	\$29,884,567	8	\$6,336
	Achieving	389	\$2,443,111	1	\$6,280
	Excelling	402	\$2,250,157	1	\$5,597
Hillsboro Total		5,508	\$34,577,835	10	\$6,278
Hillwood	Satisfactory	4,367	\$25,141,858	6	\$5,757
	Achieving	656	\$4,630,289	2	\$7,058
	Excelling	86	\$758,020	1	\$8,814
Hillwood Total		5,109	\$30,530,167	9	\$5,976
Hunters Lane	Target	1,289	\$7,272,700	2	\$5,642
	Review	1,483	\$8,385,279	3	\$5,654
	Satisfactory	3,465	\$20,170,780	5	\$5,821
	Excelling	314	\$2,047,416	1	\$6,520
Hunters Lane Total		6,551	\$37,876,175	11	\$5,782
Maplewood Cluster	Review	1,190	\$7,886,936	3	\$6,628
	Satisfactory	2,743	\$18,458,141	6	\$6,729
Maplewood Cluster Total		3,933	\$26,345,077	9	\$6,698

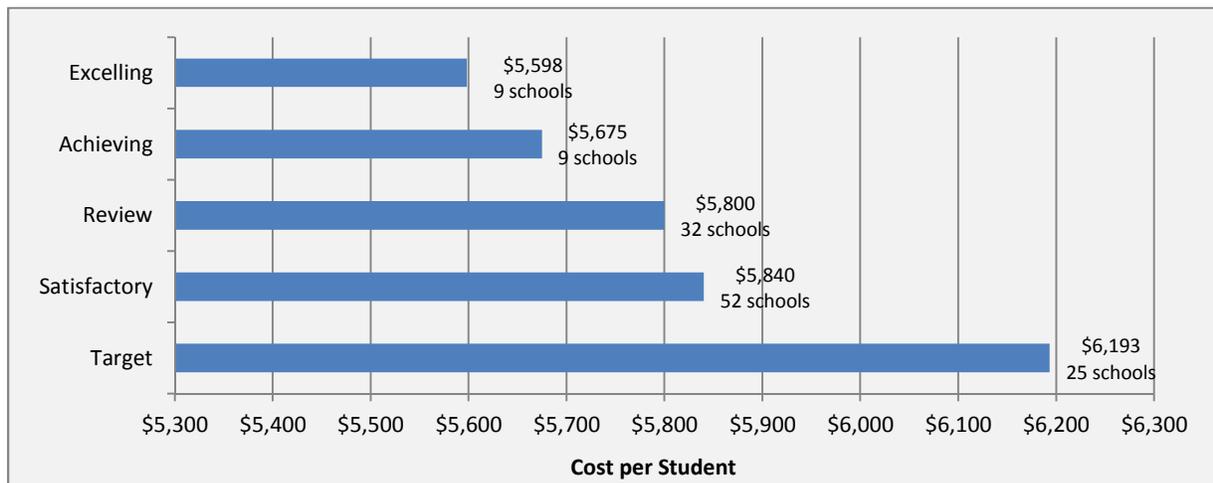
**Exhibit 11-26
Cost per Student by Cluster and Academic Performance Ratings (Cont'd)**

Cluster	Academic Performance Rating	Enrollment	Expenditures FY 2013	Number of Schools	Average Cost per Student
McGavock	Target	1,106	\$7,583,095	2	\$6,856
	Review	3,838	\$22,535,793	8	\$5,872
	Satisfactory	4,512	\$25,135,342	5	\$5,571
	Excelling	413	\$2,533,354	1	\$6,134
McGavock Total		9,869	\$57,787,584	16	\$5,855
Overton	Review	2,465	\$12,915,146	2	\$5,239
	Satisfactory	4,381	\$23,131,858	6	\$5,280
	Excelling	1,107	\$6,632,937	2	\$5,992
Overton Total		7,953	\$42,679,941	10	\$5,367
Pearl-Cohn	Target	2,596	\$18,709,966	5	\$7,207
	Review	517	\$3,999,514	1	\$7,736
	Satisfactory	1,533	\$10,690,511	4	\$6,974
	Achieving	1,510	\$7,694,138	2	\$5,095
	Excelling	1,171	\$5,440,987	1	\$4,646
Pearl-Cohn Total		7,327	\$46,535,116	13	\$6,351
Statford	Target	676	\$4,853,617	2	\$7,180
	Review	1,640	\$10,799,876	4	\$6,585
	Satisfactory	1,779	\$10,932,158	3	\$6,145
	Achieving	518	\$3,124,301	1	\$6,031
	Excelling	982	\$5,389,858	2	\$5,489
Statford Total		5,595	\$35,099,810	12	\$6,273
Whites Creek	Target	1,686	\$11,181,574	5	\$6,632
	Review	1,610	\$10,744,216	3	\$6,673
	Satisfactory	581	\$3,755,865	2	\$6,464
Whites Creek Total		3,877	\$25,681,655	10	\$6,624

Source: Metropolitan Nashville Public Schools General Ledger Download of 2012-2013 Expenditures and Academic Performance Data.

During 2012-2013, the School System invested more General Fund Purpose dollars in the poorest academically performing schools. The School System spent an average of \$6,193 per student in 25 schools with a Target academic performance rating compared to \$5,598 per student in 9 schools with an Excelling performance rating. A total of 52 schools had a satisfactory academic rating and incurred expenditures of \$5,840 per student, which is below the \$5,870 average cost per student for all traditional schools within the School System. **Exhibit 11-27** presents cost per student based on academic performance ratings.

Exhibit 11-27
Cost per Student based on Academic Performance Ratings



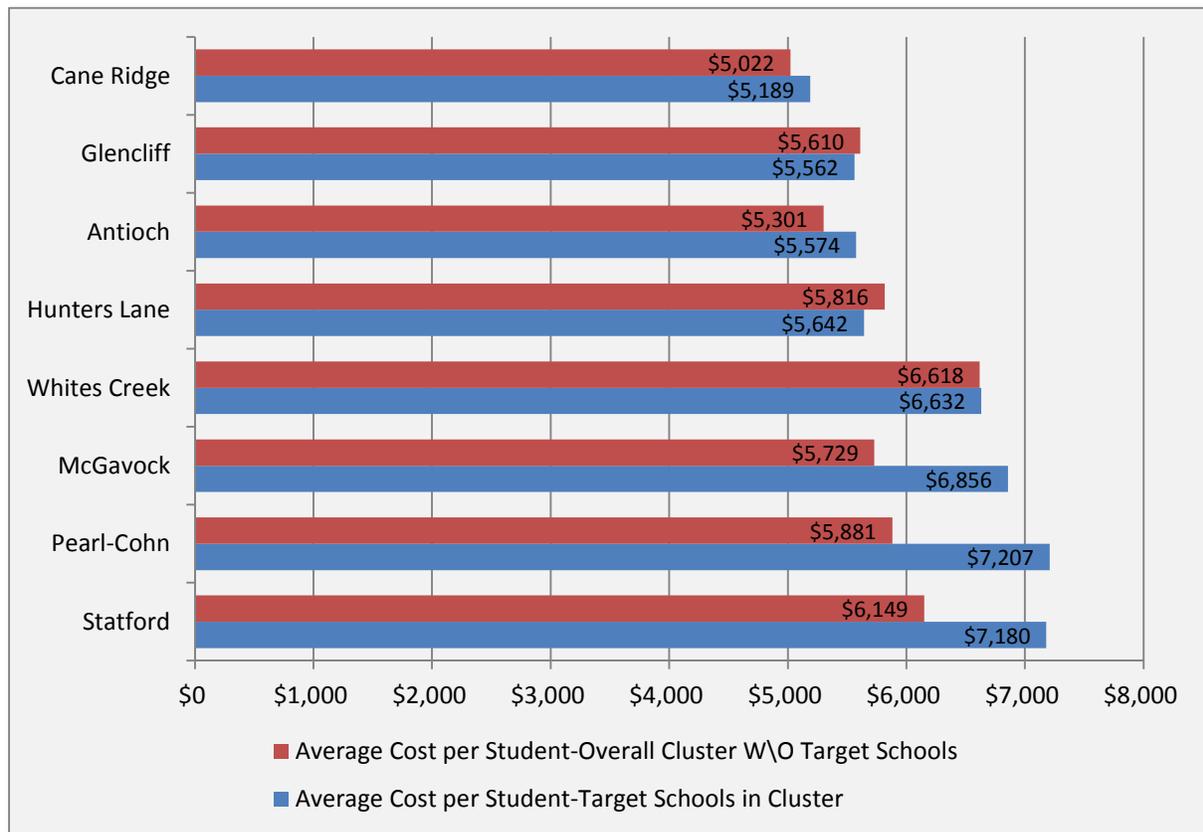
Source: Metropolitan Nashville Public Schools General Ledger Download of 2012-2013 Expenditures and Academic Performance Data.

When academic performance and cost per student are analyzed by cluster, the Whites Creek and Pearl-Cohn clusters had 5 of the 25 schools in the Target academic performance category followed by Glenclyff with 4 and Cane Ridge with 3. Antioch, Hunters Lane, McGavock, and Stafford clusters each had two schools with Target ratings.

The Glenclyff and Hunters Lane clusters spent less per student for Target schools than was spent on average for the cluster not counting the target schools. Glenclyff's average cost per student for schools in the Target category was \$5,562 compared to an average of \$5,610 for the cluster as a whole without Target schools. Cost per student for Target schools in the Hunters Lane cluster was \$5,642 compared to an average cost of \$5,816 for the cluster as a whole, excluding Target schools.

In contrast, the McGavock, Pearl-Cohn, and Stafford clusters spent 117 to 123 percent more per student for Target schools than the average cost per student excluding Target schools. **Exhibit 11-28** compares cost per student for schools with Target ratings compared to the average cost per student for the cluster as a whole, excluding Target schools.

Exhibit 11-28
Cost per Student for Target Schools Within and Among Clusters



Source: Metropolitan Nashville Public Schools General Ledger Download of 2012-2013 Expenditures and Academic Performance Data.

The 25 target schools consist of 11 elementary schools, 12 middle schools, and 2 high schools. Fifteen of the 25 schools incurred per student expenditures greater than the School System average of \$5,870 per student. Cost per student for these 15 schools ranged from \$6,027 to \$8,304. The remaining schools in the Target group spent below the average and the cost per student ranged from \$5,089 to \$5,758.

The 25 target schools are predominately minority with high percentages of students eligible for free and reduced-lunch. The ethnic makeup of these schools ranges from 55 to 98 percent minority and 72 to 97 percent free and reduced-lunch. **Exhibit 11-29** presents an overview of the 25 Target schools.

Exhibit 11-29
Cost per Student and Selected Demographics for Schools with a Target Academic Rating

School	Cluster	Free & Reduced Lunch	Percentage African American	Percentage Hispanic	Percentage Caucasian	Cost per Student
Napier Elementary	McGavock	97%	92%	5%	3%	\$8,304
Academy at Hickory Hollow High School	Antioch	not available	40%	35%	20%	\$8,092
Robert Churchwell Museum Magnet Elementary	Pearl-Cohn	95%	91%	3%	3%	\$7,639
Haynes Middle	Whites Creek	84%	95%	2%	3%	\$7,568
Buena Vista Elementary	Pearl-Cohn	96%	97%	2%	2%	\$7,471
McKissack Middle	Pearl-Cohn	97%	73%	10%	17%	\$7,387
Ross Elementary	Statford	97%	79%	16%	5%	\$7,380
Pearl Cohn High School	Pearl-Cohn	88%	90%	4%	5%	\$7,113
Bailey Middle	Statford	94%	76%	7%	15%	\$7,071
Joelton Middle	Whites Creek	88%	61%	4%	34%	\$6,915
Bordeaux Elementary	Whites Creek	96%	86%	3%	10%	\$6,785
John Early Museum Magnet Middle	Pearl-Cohn	86%	85%	1%	11%	\$6,597
Glengarry Elementary	Glenclyff	94%	22%	56%	19%	\$6,228
Alex Green Elementary	Whites Creek	91%	85%	2%	12%	\$6,058
Brick Church Middle	Whites Creek	95%	83%	6%	10%	\$6,027
Dupont Tyler Middle	McGavock	72%	36%	17%	45%	\$5,758
Whitsitt Elementary	Glenclyff	95%	17%	65%	16%	\$5,726
Madison Middle School	Hunters Lane	91%	66%	18%	16%	\$5,685
Cameron Middle	Glenclyff	91%	28%	43%	25%	\$5,640
Neelys Bend Middle	Hunters Lane	90%	35%	38%	26%	\$5,579
Una Elementary	Antioch	87%	37%	29%	31%	\$5,280
Maxwell Elementary	Cane Ridge	77%	34%	34%	27%	\$5,274
Cane Ridge Elementary	Cane Ridge	83%	52%	23%	23%	\$5,211
Wright Middle	Glenclyff	92%	26%	43%	25%	\$5,107
Antioch Middle	Cane Ridge	88%	40%	32%	22%	\$5,089

Source: Metropolitan Nashville Public Schools General Ledger Download of 2012-2013 Expenditures and Free and Reduced-Lunch, Ethnicity, and Academic Performance Data provided by School System.

2012-2013 PEER COMPARATIVE ANALYSIS

Peer school data was used to provide a basis of comparison with the School System. Peers were selected by the School System and the review team using information from the National Center for Education Statistics. Drivers for selection included urban population, K-12 population, and Income greater than \$100,000. The income driver was inversely related because parents within this population tend to send their children to private schools. Selected peers are shown in **Exhibit 11-30**.

Exhibit 11-30
List of Peer Districts

Arlington Independent School District, TX
Austin Independent School District, TX
Baltimore City Public School, MD
Duval County School District, FL
Mesa Unified District, AZ
Prince George's County Public Schools, MD
Denver County School District 1, CO

Source: Metropolitan Nashville Public Schools and National Center for Education Statistics

The School System spends the second lowest percentage of total expenditures for general purposes, 62 percent, compared to Prince George’s County Schools, which spends the highest at 85 percent. Denver spends the lowest at 39 percent. The School System’s debt service is 5 percent of total expenditures, which, is fourth lowest among the peers.

Government-wide expenditures for 2012-2013 for each peer, as reported in their respective Comprehensive Annual Financial Report are detailed in **Exhibit 11-31**. These amounts represent total spending from all sources.

**Exhibit 11-31
Summary of 2012- 2013 Governmental Fund Expenditures
Metropolitan Nashville Public Schools and Peer Districts**

Peer District	General Fund Expenditures	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Other Funds	Total Government Expenditures
Prince George’s County	\$1,641,602,425	\$64,525,564	\$67,443,439*	\$165,762,560	\$0	\$1,939,333,988
Percentage of Total	85%	3%	3%	9%	0%	100%
Denver	\$626,770,620	\$190,431,298	\$589,677,089	\$123,722,836	\$80,484,195	\$1,611,086,038
Percentage of Total	39%	12%	37%	8%	4%	100%
Baltimore	\$1,175,541,000	\$132,999,000	\$20,069,000	\$64,135,000	\$43,413,000	\$1,436,157,000
Percentage of Total	82%	9%	1%	4%	3%	100%
Metropolitan Nashville	\$714,441,258	\$88,369,468	\$51,817,449	\$0	\$293,907,114**	\$1,148,535,289
Percentage of Total	62%	8%	5%	0%	11%	100%
Duval County	\$868,435,832	\$67,992,935	\$23,406,459	\$46,893,000	\$111,458,588	\$1,118,186,814
Percentage of Total	78%	6%	2%	4%	10%	100%
Austin	\$818,019,246	\$146,603,226	\$94,800,428	\$53,216,411	\$1,471,080	\$1,114,110,392
Percentage of Total	73%	13%	9%	5%	0%	100%
Arlington	\$424,144,895	\$114,345	\$57,541,848	\$43,796,910	\$43,134,796	\$568,732,794
Percentage of Total	75%	0%	10%	8%	8%	100%
Mesa	\$365,844,529	\$0	\$38,599,819	\$14,689,182	\$112,802,048	\$531,935,578
Percentage of Total	69%	0%	7%	3%	21%	100%

Source: Peer Districts: Comprehensive Annual Financial Reports. Metropolitan Nashville Public Schools: General Ledger Download of 2012-2013 Expenditures.

*Prince George’s County accounts for debt service in the General Fund. The amount is shown in this column for purposes of comparison.

**This amount includes \$162,530,003 of debt refunding and new debt issuance costs. Principal and interests cost on School System debt totaled \$51,817,449, as shown in the Debt Service column in the table and on page B-10 of the Metropolitan Nashville Government 2012-2013 Comprehensive Annual Financial Report.

When comparing government-wide expenditures per student, the School System ranks fifth highest among seven peers at \$14,747 per student. When comparing cost per student for general purpose funds, the School System also ranks fifth with \$9,173 per student. The School System debt of \$665 per student is fifth highest among the peers.

Exhibit 11-32 presents a comparison of total, general purpose, and debt service expenditures for the School System and its peers. Amounts for the School System include both traditional and special schools unlike in earlier calculations.

Exhibit 11-32
Comparison of General Purpose and Debt Expenditures per Student School System and Peers

Peer District	Total Government-wide Expenditures	General Fund Expenditures	Debt Service Fund	Student Enrollment	Government-wide Expenditures per Student	General Fund Expenditures per Student	Debt Expenditures per Student
Prince George's County	\$1,939,333,988	\$1,641,602,425	\$67,443,439	123,741	\$15,673	\$13,266	\$545
Denver	\$1,611,086,038	\$626,770,620	\$589,677,089	84,424	\$19,083	\$7,424	\$6,985
Baltimore	\$1,436,157,000	\$1,175,541,000	\$20,069,000	84,748	\$16,946	\$13,871	\$237
Metropolitan Nashville	\$1,148,535,289	\$714,441,258	\$51,817,449	77,885*	\$14,747	\$9,173	\$665
Duval County	\$1,118,186,814	\$868,435,832	\$23,406,459	126,763	\$8,821	\$6,851	\$185
Austin	\$1,114,110,392	\$818,019,246	\$94,800,428	86,233	\$12,920	\$9,486	\$1,009
Arlington	\$568,732,794	\$424,144,895	\$57,541,848	65,001	\$8,750	\$6,525	\$885
Mesa	\$531,935,578	\$365,844,529	\$38,599,819	63,575	\$8,367	\$5,755	\$607

Source: Peer Districts: Comprehensive Annual Financial Reports. Metropolitan Nashville Public Schools: General Ledger Download of 2012-2013 Expenditures and enrollment data.

* This enrollment figure does not include charter schools. It was provided by the School System in the initial data submission but does not agree with enrollment per the 2013-2014 Budget Book, which includes charter schools and shows student enrollment of 81,033.

The School System spends 72 percent of general purpose funds on Instruction, which is the highest percentage among the peers. It is also tied for second place in the lowest percentage (2 percent) spent on administrative costs and is second to last in the percentage spent for support services (17 percent).

Exhibit 11-33 compares the School System and peer costs by function as a percentage of total Fiscal 2013 General Purpose Fund expenditures.

Exhibit 11-33
Comparison of General Purpose Expenditures by Function-School System and Peers

Peer District	Instruction & Related Services	Percent	Support Services	Percent	Administration	Percent	Other	Percent	Total General Purpose Expenditures
Metropolitan Nashville	\$515,118,418	72%	\$118,570,185	17%	\$11,789,532	2%	\$68,963,123	10%	\$714,441,258
Baltimore	\$821,963,000	70%	\$273,333,000	23%	\$80,245,000	7%	\$0	0%	\$1,175,541,000
Arlington	\$285,509,412	67%	\$125,171,069	30%	\$6,135,169	1%	\$7,329,245	2%	\$424,144,895
Duval County	\$572,748,837	66%	\$282,514,096	33%	\$11,402,570	1%	\$1,770,329	0%	\$868,435,832
Mesa	\$215,197,545	59%	\$38,219,309	10%	\$35,657,451	10%	\$76,770,224	21%	\$365,844,529
Austin	\$427,096,644	52%	\$246,557,865	30%	\$17,762,523	2%	\$126,602,214	15%	\$818,019,246
Prince George's County	\$834,931,119	51%	\$750,391,771	46%	\$55,879,630	3%	\$399,905	0%	\$1,641,602,425
Denver	\$364,156,448	30%	\$238,682,147	20%	\$12,628,363	1%	\$600,980,751	49%	\$1,216,447,709

Source: Peer Districts: Comprehensive Annual Financial Reports. Metropolitan Nashville Public Schools: General Ledger Download of 2012-2013 Expenditures.

PEER COMPARISONS – NATIONAL CENTER FOR EDUCATION STATISTICS

The National Center for Education is the primary federal entity for collecting and analyzing data related to education in the United States and other nations. The following exhibits represent the latest available peer data – School Year 2010-2011. **Exhibit 11-34** compares the School System demographic data with that of the selected peers.

**Exhibit 11-34
Metropolitan Nashville Public Schools and Peer Demographics Information National Center
for Education Statistics - 2010-2011**

District	Number of Schools	Number of Students	Classroom Teacher FTE	Student Teacher Ratio	ELL Students
Arlington ISD	77	64,484	4,148.29	15.54	10,211
Austin ISD	127	85,697	6,093.62	14.06	22,030
Baltimore County Public Schools	173	104,160	7,455.03	13.97	3,353
Boston	131	56,037	4,260.34	13.15	7,712
Davidson County	140	78,782	5,526.20	14.26	8,437
Duval	191	123,997	7,993.00	15.51	3,828
Guilford County Schools	121	73,205	4,926.07	14.86	5,956
Knox County	87	57,977	3,879.30	14.95	1,428
Mesa Unified District	93	65,123	3,379.38	19.27	4,842
Prince George's County Public Schools	207	126,671	8,314.15	15.24	14,126
Denver	158	78,339	4,681.44	16.73	24,174

Source: National Center for Education Statistics, School Year 2010-2011.

Cost per student is detailed in **Exhibit 11-35**. As noted, for 2010-2011, the School System's expenditure per student was consistent with the average for the peers identified.

**Exhibit 11-35
Expenditure Analysis per Student National Center
for Education Statistics - 2010-2011**

District	Total Current Expenditures Per Student	Instructional Expenditures Per Student	Student and Staff Support Per Student	Administration Per Student	Operations Per Student	Total Expenditures Per Student
Arlington ISD, TX	7,779.09	5,082.33	816.26	647.09	1,233.41	8,950.28
Austin ISD, TX	9,431.92	5,510.05	1,101.88	1,078.52	1,741.46	12,366.29
Baltimore County Public Schools, MD	13,251.59	8,063.34	1,314.27	1,533.69	2,340.30	14,423.20
Duval, FL	8,986.96	5,422.78	1,173.35	793.72	1,597.11	10,061.78
Guilford County Schools, NC	8,683.70	5,339.46	813.91	868.41	1,661.92	10,250.88
Mesa Unified District, AZ	7,530.06	4,436.68	933.73	578.89	1,580.76	8,400.37
Prince George's County Public Schools, MD	13,775.40	7,992.20	1,334.42	1,451.15	2,997.64	15,223.07
Denver County School District	10,468.12	5,286.64	1,264.87	2,368.16	1,548.45	14,057.23
Peers Average	9,988	5,892	1,094	1,165	1,838	11,717
Davidson County, TN	9,800	5,633	1,360	1,041	1,766	10,820

Source: National Center for Education Statistics, School Year 2010-2011.